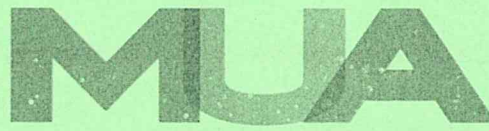


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR IN MANAGEMENT AND LEADERSHIP

BML 109: LEADERSHIP COMMUNICATION

DATE: 6TH DECEMBER 2016

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is **compulsory**.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

MAZIWA MALA INDUSTRIES

Following a rigorous recruitment processes, you have been appointed the Chief Operating Officer at Maziwa Mala Industries. The company is the largest milk processing firm in the region and controls approximately 72% of the market share.

In your new position, you have 6 senior managers reporting directly to you and many more staff reporting indirectly. Those reporting to you include;

- Operations Manager
- Purchasing manager
- Human resource manager
- Regulatory compliance manager
- Transportation manager
- Plant operations Manager

During your maiden visit to the facilities, you have observed a number of safety hazards in the processing facility and you have noticed the factory and offices do not have easy access for any one with disabilities. The building is not well lit in some areas and the walking areas not well marked. You are concerned that the facility is not in compliance with the Health and safety standards.

The Chief Executive Officer has given you authority to uncover safety concerns and fix the outstanding issue to make the company safe and healthy to work in. After, your visit, you have decided to call for a meeting to set the tone for the changes to happen in the few coming months in regards to Health and safety standards.

Required;

- a) As the Chief Operations Officer, when deciding if to call a meeting to sort out these issues, what are the factors you would consider? (6 marks)
- b) What are the factors you would consider when deciding on who is to attend the meeting? (6 marks)

- c) Describe how the people in attendance can use brainstorming to solve the outstanding problems within the facility. (3 marks)
- d) Write a memo inviting your selected attendees to the meeting. (10marks)

QUESTION TWO

- a) Discuss with examples of each, the nature of the various barriers to communication during a formal meeting in an organization. (6 marks)
- b) With a brief description of each, state the layers of culture that a leader needs to be aware of as they understand culture. (6 marks)
- c) Describe bottom-up visioning and the kind of organization it is ideal for. (3 marks)

QUESTION THREE

- a) As a leader, the ability to listen is critical to the success of your communication. Explain the six components of listening that you as a leader should always be aware of. (6 marks)
- b) Giving an example, describe what it means to organize communication inductively and draft a 4 line paragraph of how you would start of an inductively organized communication. (5 marks)
- c) In the words of Katzenbach, "An effective team is about hard work, conflict, integration and collective results." Briefly describe the four types of conflicts found in teams. (4 marks)

QUESTION FOUR

- a) To underscore the complexity of leadership ethos, perception and self-perfection it is stated that "*when two people meet, six people are really in the room*". Discuss. (6 marks)
- b) As a leader, understanding emotional intelligence is a key ingredient to ensuring effective communication. From this perspective, describe the connection between emotional intelligence and cultural literacy. (3 marks)

- c) With examples, explain how as the Chairperson in a meeting, you would use the Kurt Lewin's Force-Field analysis for problem-solving during meetings. (3 marks)
- d) Describe some of the aspects you as a team leaders would bring in a team to improve communication in the work environment (3 marks)

QUESTION FIVE

- a) Describe what a team charter is, what it consists of and its importance when leading a team. (4 marks)
- b) With 65 to 93 % of communication being non-verbal, briefly explain how you can use each of the categories of non-verbal communication to improve your communication as a leader. (8 marks)
- c) *"A leader's ethos and ethics are not always aligned"* Do you agree with this statement? Discuss and support your answer. (3 marks)

QUESTION SIX

- a) Briefly describe some techniques you could use when called upon to do impromptu presentations. (5 marks)
- b) According to John French & Bertram Raven, describe the 5 sources of power to persuade followers to attend to your message. (5 marks)
- c) Discuss the 5 basic rules of media relations in external communications. (5 marks)